<u>*Annex 1*</u>*. Template for practices analysis – Draft*

A. General information

1. Name of the program/practice

The Welch Way

2. Name of the owner/leading organization

Skillsoft

3. Type of leading organization (private, public, …)

Private

4. Source of funding and % composition (private funding; public funding) and/or business model

Paid for course delivered in connection with Jack Welch management training

5. Supplier/s (if any) supporting on methodological and organizational side

Skillsoft

6. Number of active users

Information on this could not be found.

7. Type of user (private/companies,…)

Open to all users, private and public management figures.

8. Geographic origin of users

Primarily English speaking users.

B. Type of program

9. Target (students; managers)

Managers

10. Objectives

Leadership, strategy development, managing change, managing delegation, financial management, innovation and agility.

11. Contents (main)

These eight programs are comprised primarily of videos presented in a structured learning format and include actionable practice activities to aid in the application of the concepts learned: • Leadership in Action • Creating a Winning Strategy • Managing Change • Managing Your Team • Finance for Managers • Operational Excellence • Innovation and Agility • Building a Winning Career

12. Delivery mechanism (duration; articulation; …)

Delivery is flexible for users online and does not restrict users with time constraints. Using videos, questions and simulation scenarios, users are tested to monitor their progress.

13. Methodological approach (web based; blended; Trainer-led; trainer supported, peer learning, self-learning, …

Web based only

14. Cost for users/cost for vendors (free of charge; subscription; single fee; …)

One of fee basis per course. Unknown full price without full application.

15. Certification (certificate of attendance; national/international certification; …)

    Information on this could not be found.

16. On/Off line services (if available)

    Mostly online services, with some offline reading material that can be downloaded.

17. Language Options?

    English only

18. Geographic specific content?

    Worldwide application for the most part

C. Type of technology

19. Type of platform/s (enabling the training process)

    Video supplemented by online and offline activities

20. Type of media (audio, video, WBT, infographic, …)

    Video primarily, supplemented by reading material and online activities.

21. Type of content (webinar live, recorded sessions, …)

    Pre-recorded sessions and delivered with minimal man hours, through a process driven system.

D. Strengths/weaknesses

22. Main success factors

    This system utilized professionally created material, by a very well known management figure within the United States of America. This assists with improved customer marketing and long-term reputation of the educational credibility. The system relies on pre-recorded videos which therefore requires little input from the developers, unlike other more time intensive best practices.

23. Main critical issues

    Whilst there are many benefits to this resource, the lack of up-to-date content, changing with the ever changing theoretical underpinning. With a lack of information on the cost of the system, users may be put off from finding out more as there is likely to be a high expense when the actual price is not available initially.

1. Name of the program/practice

   Skillsoft Leadership Advantage

2. Name of the owner/leading organization

   Skillsoft

3. Type of leading organization (private, public, …)

   Private

4. Source of funding and % composition (private funding; public funding) and/or business model

   Business model paid in most part

5. Supplier/s (if any) supporting on methodological and organizational side

   Not Applicable

6. Number of active users

   This information is not available for these private organisations.

7. Type of user (private/companies,…)

   The content is not limited to certain users, however is directed towards management focused individuals and businesses.

8. Geographic origin of users

   There are no restrictions on geographic access, other than potential language barriers.

9. Target (students; managers)

   Managers

10. Objectives

    Developing leadership skills training

11. Contents (main)

    Skillsoft Leadership Advantage is a leading-edge leadership skills training and development program solution designed by experts to make learning quick and engaging. From first-time and front-line managers to managers in the executive suite, Skillsoft Leadership Advantage delivers learning solutions at every level in two hours or less, for easy integration into busy work schedules.

12. Delivery mechanism (duration; articulation; …)

    This course is not time limited allowing users to engage on their own time and download materials to view offline and on the move.

13. Methodological approach (web based; blended; Trainer-led; trainer supported, peer learning, self-learning, …

    Web based learning

14. Cost for users/cost for vendors (free of charge; subscription; single fee; …)

    Unknown

15. Certification (certificate of attendance; national/international certification; …)

Unknown

16. On/Off line services (if available)

The educational resources are initially delivered online however all content is available to download and be viewed without online access, which includes the video and audio content.

17. Language Options?

This course is limited to English speaking users only.

18. Geographic specific content?

This content is applicable to all geographic locations

C. Type of technology

19. Type of platform/s (enabling the training process)

Online and offline platforms, to enable maximum flexibility for users.

20. Type of media (audio, video, WBT, infographic, …)

Text, audio and video content used as primary resources. Activities are then provided to develop the users knowledge further.

21. Type of content (webinar live, recorded sessions, …)

All materials contained within Skillsoft Leadership Advantage are pre-recorded allowing users to go at their own pace and move forward quickly should they already have knowledge in a specific area.

D. Strengths/weaknesses

22. Main success factors

The Skillsoft Leadership Advantage program is designed to allow users from a multiple social backgrounds to engage with the material through multiple media (video, audio and text). The platform uses well known names in the management training world to provide unique and specific training styles to the various soft skills that are essential in the modern business environment.

23. Main critical issues

As with other platforms the Skillsoft Leadership advantage program relies on pre-recorded content, which may not be able to be updated quick enough to take into account the ever changing research situation on these key skills. Users also appear to be able to skip forward in the program and potentially miss out on key content that they may feel they are already aware of.

A.	**General information**

1. Name of the program/practice

   Teamworking & Communication Training

2. Name of the owner/leading organization

   MoodleCommons.org / TDM Limited

3. Type of leading organization (private, public, …)

   Private

4. Source of funding and % composition (private funding; public funding) and/or business model

   Privately funded. This is a free educational resource used as a feeder program into TDM Limited's other programs.

5. Supplier/s (if any) supporting on methodological and organizational side

   Unknown

6. Number of active users

   This information is not openly available.

7. Type of user (private/companies,…)

   This platform is open to all, although as the name suggests is tailored to team working situations within both for profit and not for profit organisations.

8. Geographic origin of users

   Content is hosted within the UK and written in English, however there is no geographic restriction on users accessing the learning resources, forums and lessons.

B.	**Type of program**

9. Target (students; managers)

   This resource is not openly targeted specific users, however it can be deduced that these resources would be effective for users from not-for-profit and for-profit organizations.

10. Objectives

    - *Teaming Working*
    - *Develop productive working relationships with colleagues*
    - *Conflict management*
    - *Plan, allocate and monitor team work*
    - *Communication*

11. Delivery mechanism (duration; articulation; …)

    Time flexible. Delivery is through online reading resources and finalized into an overall quiz and assignment to monitor accomplishment.

12. Methodological approach (web based; blended; Trainer-led; trainer supported, peer learning, self-learning, …

The material for this course is solely online based through an open access creative commons Moodle page. There are interactive assessment methodologies used. Collaboration and interaction between users is promoted through live chat and forums.

13. Cost for users/cost for vendors (free of charge; subscription; single fee; …)

Free of charge (utilized as a marketing method)

14. Certification (certificate of attendance; national/international certification; …)

There is no certification offered by this course.

15. On/Off line services (if available)

Most materials are available online only, however some of the resources can be printed off for offline use, however the flexibility offered by other courses is not replicated.

16. Language Options?

English only

17. Geographic specific content?

The content of this course is geographically transferable.

C. Type of technology

18. Type of platform/s (enabling the training process)

Moodle

19. Type of media (audio, video, WBT, infographic, …)

All content within this course is text based.

20. Type of content (webinar live, recorded sessions, …)

There is no directly hosted video material within this course, the most interactive function is the quiz assessment methodologies.

D. Strengths/weaknesses

21. Main success factors

This resource is freely available to any user and is well designed to make the materials openly available and attractive to users. The flexibility to undertake the course at the users own pace is a key benefit.

22. Main critical issues

The content is not fully developed and does not provide a uniquely written program. Instead the resource relies on content from multiple sources on the internet to supplement the limited activities. The design is somewhat basic, when compared to fee based courses. More work is needed to develop this method into a tool that can engage users better.

1. Name of the program/practice

   Leadership in 21st Century Organizations

2. Name of the owner/leading organization

   Copenhagen Business School

3. Type of leading organization (private, public, …)

   Public Business School

4. Source of funding and % composition (private funding; public funding) and/or business model

   Unknown

5. Supplier/s (if any) supporting on methodological and organizational side

   Not applicable

6. Number of active users

   Unknown, however this course has been shared 109 times via social media giving a degree of indication as to its popularity.

7. Type of user (private/companies,…)

   All users welcome both privately and company based.

8. Geographic origin of users

   Materials originate from Denmark however the materials are provided in English.

9. Target (students; managers)

   The course is described as open to all, without a need for prior understanding of the topic area.

10. Objectives

    Week 1: The 21st Century Leadership Challenge
    Week 2: Getting your Bearings and Constituting Agendas
    Week 3: Assessing the Financial Context Session
    Week 4: Transparency, Trust, and Accountability to Stakeholders
    Week 5: Communication and Relationships
    Week 6: Accessing Expertise
    Week 7: Inspiring Teams and Creating Opportunity for People
    Week 8: Governance, Restructuring, and Risk
    Week 9: Execution in a Globalized, Networked World
    Week 10: A Framework for Leadership in the 21st Century

11. Contents (main)

    Below is an excerpt of the courses introduction:

    "Meet Jim Barton, new CEO of Santa Monica Aerospace. Jim's job won't be easy: the company's haemorrhaging cash, struggling to regain investors' trust after an accounting scandal, and striving to transform its military and manufacturing culture to become a global aerospace integrator. In this course, you'll travel with Jim as he takes on leadership challenges ranging from strategy execution, to inspiring people, to maintaining an ethical approach. Experts agree that twentieth-century leadership

practices are inadequate for the stormy twenty-first-century present. This provocative course equips you with the insights you'll need to rise with the occasion of a rapidly shifting business landscape."

12. Delivery mechanism (duration; articulation; …)

    4-6 hours per week over a 10 week process.

13. Methodological approach (web based; blended; Trainer-led; trainer supported, peer learning, self-learning, …

    Web based delivery with support from the instructors. Users are encouraged to collaborate with fellow international users.

14. Cost for users/cost for vendors (free of charge; subscription; single fee; …)

    Free course with payment required for certificate of engagement.

15. Certification (certificate of attendance; national/international certification; …)

    Certificate of accomplishment is available.

16. On/Off line services (if available)

    Most video and audio content is only available online, however text based resources can be downloaded.

17. Language Options?

    English language only.

18. Geographic specific content?

    Content open to all geographic areas.

C. Type of technology

19. Type of platform/s (enabling the training process)

    Coursera

20. Type of media (audio, video, WBT, infographic, …)

    The course has a mix of multiple media varieties including video and reading materials. The course introduces a fictional scenario that is applied throughout.

21. Type of content (webinar live, recorded sessions, …)

    It is unclear whether the videos shown on the course are live based or pre-recorded. However there is clear points that discuss interaction between students and instructors.

D. Strengths/weaknesses

22. Main success factors

    The 10 week breakdown of the course provides rigidity that gives users structure in their learning which can be beneficial to those that benefit from structure. The content of the course is varied in detail and media, giving users with differing learning styles the ability to engage with their preferred media. The content also comes from a reputable business school, giving the course improved credibility and salability.

23. Main critical issues

Whilst a professional outfit, this methodology has a rigid structure that restricts users to engage on a specific time frame. This may be detrimental to users that have complex schedules and cannot commit to this type of rigid structure.

A. General information

1. Name of the program/practice

   Leadership Fundementals

2. Name of the owner/leading organization

   Britt Andreatta (Delivered through Lynda.com)

3. Type of leading organization (private, public, …)

   Private personal development trainer

4. Source of funding and % composition (private funding; public funding) and/or business model

   Business model (users can participate for free initially but then pay a fee to continue learning).

5. Number of active users

   22,781 people engaged in the course – 13 individuals engaging in real time when best practices being examined

6. Type of user (private/companies,…)

   Corporate, nonprofit, Higher Education, K-12 and government agencies

7. Geographic origin of users

   146 countries engaged

B. Type of program

8. Target (students; managers)

   Appropriate for both managers and students looking to develop management tendencies

9. Objectives

   - *What is leadership, and when are you leading?*
   - *Mapping your leadership competencies*
   - *Dealing with changing scope and stakes*
   - *Motivating and engaging others*
   - *Increasing team performance*
   - *Developing political acumen*
   - *Creating a culture of trust and integrity*
   - *Developing resilience*

10. Contents (main)

    Do you want to cultivate leadership traits that will help you inspire your team, successfully manage change and conflict, and better serve the needs of your organization? In this course, leadership consultant and lynda.com Director of Learning and Development Britt Andreatta explains what real leadership is, how to assess your strengths, and ways to cultivate the traits the best leaders employ to make their organizations strong and innovative. The course includes information on developing and mentoring your team, creating an engaging workplace, developing political savvy, analyzing your industry, and honing your emotional intelligence.

11. Delivery mechanism (duration; articulation; …)

    This course can be engaged with at the users leisure.

12. Methodological approach (web based; blended; Trainer-led; trainer supported, peer learning, self-learning, …

Passively web based

13. Cost for users/cost for vendors (free of charge; subscription; single fee; …)

Initially free with cost ongoing, dependent on the user group and educational discounts.

14. Certification (certificate of attendance; national/international certification; …)

Course is accredited with 1.25 Category A professional development units (Project Management Institute)

15. On/Off line services (if available)

The video course is solely online, however transcript can be moved offline.

16. Language Options?

English only (video transcripts available for translation)

C.   Type of technology

17. Type of platform/s (enabling the training process)

Lynda.com

18. Type of media (audio, video, WBT, infographic, …)

Video only.

19. Type of content (webinar live, recorded sessions, …)

Pre-recorded video

D.   Strengths/weaknesses

20. Main success factors

This training module on leadership philosophy provides a good overall understanding of the many issues faced within managing groups of people towards a long term goal. The ability to engage with content prior to investing in the course is beneficial as it allow users to gauge the quality of the content. The provision of transcript to users to read along with the video is beneficial, especially to individuals with learning issues such as Dyslexia or Dyspraxia. This provision is not made by any other video resource seen evaluated within this review.

21. Main critical issues

This course is somewhat limited in its scope as it is purely video based, without additional learning resources available for students to engage with. The course would be improved by providing tasks and activities for users to undertake and share with the instructor. Whilst the videos are broken down clearly in minor sections, the lack of ability to engage with the instructor begs the question, why would someone pay to view this whole training video, when they potentially could watch something of a similar quality through free resources such as YouTube.

1. Name of the program/practice

   Developing your leadership Philosophy

2. Name of the owner/leading organization

   Mike Figliuolo

3. Type of leading organization (private, public, …)

   Private trainer

4. Source of funding and % composition (private funding; public funding) and/or business model

   Business model: Free trial followed by full sign up.

5. Number of active users

   4,687

6. Type of user (private/companies,…)

   Private and public organisations

7. Geographic origin of users

   Users from 90 countries engaging in the course

B.	**Type of program**

8. Target (students; managers)

   Appropriate for both managers and students looking to develop management tendencies

9. Objectives

- *Developing authenticity*
- *Discovering your personal inspiration*
- *Defining your goals*
- *Holding yourself accountable*
- *Setting team standards*
- *Making decisions*
- *Motivating, inspiring, and developing people*
- *Achieving a work-life balance*
- *Sharing your leadership philosophy*

10. Contents (main)

    If you want your team to trust you as a leader, it's important to articulate who you are, what you stand for, and why you're excited to lead them. In this course, author and executive leadership coach Mike Figliuolo shows you how to distill your leadership philosophy down to one simple page covering four critical aspects of leadership: leading yourself, leading the thinking, leading your people, and leading a balanced life. Get hands-on with introspective exercises that help you define and practice leading

authentically, with a style that's uniquely yours. Along the way, discover how to share and socialize your vision, make decisions, motivate and mentor, and keep your whole life in perspective.

11. Delivery mechanism (duration; articulation; …)

    This course can be engaged with at the users leisure.

12. Methodological approach (web based; blended; Trainer-led; trainer supported, peer learning, self-learning, …

13. Cost for users/cost for vendors (free of charge; subscription; single fee; …)

    Initially free with cost ongoing, dependent on the user group and educational discounts.

14. Certification (certificate of attendance; national/international certification; …)

    Course is accredited with 1.25 Category A professional development units (Project Management Institute)

15. On/Off line services (if available)

    The video course is solely online, however transcript can be moved offline.

16. Language Options?

    English only (video transcripts available for translation)

C.	Type of technology

17. Type of platform/s (enabling the training process)

    Lynda.com

18. Type of media (audio, video, WBT, infographic, …)

    Video only.

19. Type of content (webinar live, recorded sessions, …)

    Pre-recorded video

D.	Strengths/weaknesses

E. Main success factors

   As with other Lynda.com based courses, this training module on leadership philosophy provides a good overall understanding of the many issues faced within managing groups of people towards a long term goal. The ability to engage with content prior to investing in the course is beneficial as it allow users to gauge the quality of the content. The provision of transcript to users to read along with the video is beneficial, especially to individuals with learning issues such as Dyslexia or Dyspraxia. This provision is not made by any other video resource seen evaluated within this review.

F. Main critical issues

   As with other Lynda.com based courses, this course is somewhat limited in its scope as it is purely video based, without additional learning resources available for students to engage with. The course would be improved by providing tasks and activities for users to undertake and share with the instructor. Whilst the videos are broken down clearly in minor sections, the lack of ability to engage with the

instructor begs the question, why would someone pay to view this whole training video, when they potentially could watch something of a similar quality through free resources such as YouTube.

A. General information

1. Name of the program/practice

   Communication in the 21st Century Workplace

   Communication in the 21st Century Workplace

2. Name of the owner/leading organization

   University of California

3. Type of leading organization (private, public, …)

   Public

4. Source of funding and % composition (private funding; public funding) and/or business model

   Privately funded (used as a marketing tool for the University of California)

5. Number of active users

   Unknown

6. Type of user (private/companies,…)

   Undetermined.

7. Geographic origin of users

   Global user base.

B. Type of program

8. Target (students; managers)

   The target user is non-specific, however given the specificity towards business, the managerial user is most likely to benefit from the course.

9. Objectives

   - Communicating with peers
   - Communicating with your manager
   - Communicating with executives
   - Communicating with your direct reports

10. Contents (main)

    In today's fast-paced business environment, employees at all levels find themselves being asked to handle more tasks, meet more deadlines, take on more responsibilities, and adapt to more change. Added to these challenges is the constantly shifting diversity of the workplace, where coworkers cope

with generational, gender, age and cultural differences. Communication, both verbal and nonverbal, is at the foundation of everything we do and say, and is especially important in the 21st century workplace. The good news is that communication is a learned skill, and can be improved upon with the right training. The focus of this course is to heighten students' awareness of workplace communication, and add new interpersonal skills, with the end result of becoming a more competent communicator overall. Target areas include: the process and functions of communication, behavioral patterns, perceptions as reality, verbal and nonverbal cues and behaviors, confidence, assertiveness, tact, anger management, criticism and constructive feedback, conflict resolution, team building, leadership, interviewing, and communicating more effectively with technology (email, Skype, texting, etc.).

11. Delivery mechanism (duration; articulation; …)

    This course is shorter than previous with pre-recorded materials delivered over 4-8 hours of user time.

    This content can be engaged with on a flexible basis and there are no live sessions.

12. Methodological approach (web based; blended; Trainer-led; trainer supported, peer learning, self-learning, …

    The course utilizes primarily pre-recorded resources that one way. However, interaction between instructors is possible to gain further insight.

13. Cost for users/cost for vendors (free of charge; subscription; single fee; …)

    Free of charge

14. Certification (certificate of attendance; national/international certification; …)

    Certificate of participation available for export to LinkedIn profile.

15. On/Off line services (if available)3

    Online only resources.

16. Language Options?

    English course materials, with videos that have Vietnamese subtitles available.

17. Geographic specific content?

    The materials are globally applicable.

C. Type of technology

18. Type of platform/s (enabling the training process)

    Coursera

19. Type of media (audio, video, WBT, infographic, …)

    Videos, Quizzes and background reading

20. Type of content (webinar live, recorded sessions, …)

    The videos used within this course are pre-recorded, however there is the option to interact with the instructors directly.

D. Strengths/weaknesses

21. Main success factors

    This course unlike many Cousera based MOOC's provides sessions that users can step into quickly and gain instant results from. This allows users to step into the topics when they have available time, unlike live sessions that require students to yield a time commitment on a regular basis. This is also a multi-

language based course, opening the content to more individuals. This course is run by a reputable organization that looks to draw on its credibility to drive students signing up.

22. Main critical issues

Whilst there are a number of positive points to this course, the content is relatively limited in detail and only gives an overview to the key factors of communication. The passive nature of the course allows for flexibility in users engaging, however does not provide a comprehensive interaction process between instructor and learner, therefore reducing the effectiveness of the Web 3.0 opportunities.

A. General information

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1. Name of the program/practice

Successful Negotiation: Essential Strategies and Skills

2. Name of the owner/leading organization

Louise & Chris Croft

3. Type of leading organization (private, public, …)

Commercial

4. Source of funding and % composition (private funding; public funding) and/or business model

Business model, students are charged £85 (€116)

5. Number of active users

This detail is unknown, however this course did have a higher than average number of reviews.

6. Type of user (private/companies,…)

The course description focuses the content on being applicable to both business users and public as negotiation is tool used often in day-to-day life.

B. Type of program

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7. Target (students; managers)

This course is targeting all users, as negotiation is noted as being essential in business and personal lives.

8. Objectives
Planning your toolkit
Setting your Walk Away Point
How to make a suitable Opening Offer
Tradeables - what they are and why they're vital
Common techniques that will be used against you - and how to combat them
How to rid yourself of excuses and worries around negotiating
Simple phrases that will get you a brilliant price

9. Contents (main)

This course could save you $1000s in just a few minutes - if you're buying a house or car, or deliberating contracts for production or recruitment negotiating is a valuable skill that you definitely need to master.

He covers everything you need to know from preparing and planning, getting past your own excuses and worries, opening the conversation, creating win/win situations, and closing the deal having got a

brilliant price. It looks at lots of real life examples (some of which will definitely get you laughing) and gives practical tools you can use right away to get better results.

10. Delivery mechanism (duration; articulation; …)

Flexibly delivered with 40 lectures and 2 hours of videos.

11. Methodological approach (web based; blended; Trainer-led; trainer supported, peer learning, self-learning, …

Web based

12. Cost for users/cost for vendors (free of charge; subscription; single fee; …)

£85 (€116) Single fee

13. Certification (certificate of attendance; national/international certification; …)

Certificate of completion included.

14. On/Off line services (if available)

Online only

15. Language Options?

English based only

C. **Type of technology**

16. Type of platform/s (enabling the training process)

Udemy

17. Type of media (audio, video, WBT, infographic, …)

2 hours of video followed by 40 lectures that can be developed in learners own time.

18. Type of content (webinar live, recorded sessions, …)

Recorded sessions, with added passive materials to supplement learning

D. **Strengths/weaknesses**

19. Main success factors

This course gives users an easily accessible educational resource to develop their negotiation techniques. The instructors provide a hands on perspective to learners, rather than from an academic standpoint, which may stand out to certain users.

20. Main critical issues

Whilst there are positive points that are worth considering in regard to this course, when compared to other courses, there are some set-backs. The lack of academic underpinning may be seen as a weakness by some users as other courses have academic instructors. As the course is charged for it needs to demonstrate return on investment, especially when there are a number of courses that are available that are free of charge.

A. General information

1. Name of the program/practice

   Mentoring & Coaching Post Graduate Certificate

2. Name of the owner/leading organization

   The University of Nottingham

3. Type of leading organization (private, public, …)

   Charity/Public

4. Source of funding and % composition (private funding; public funding) and/or business model

   Privately funded through the university.

5. Number of active users

   Unknown

6. Type of user (private/companies,…)

   Students

7. Geographic origin of users

   Based in the UK, however accessible worldwide

B. Type of program

8. Target (students; managers)

   Post Graduate learners

9. Objectives

   - *promote your learning through critical reflection on and research into your practice*
   - *impact postively on your practice as mentor/coach and consequently on the learning of your mentees and the students they teach*
   - *provide you with an enhanced understanding of the mentoring/coaching process in schools and colleges*
   - *develop your ability to critically evaluate research evidence on mentoring/coaching*
   - *develop your understanding of different research approaches to mentoring/coaching*

10. Contents (main)

    The module will involve a critical consideration of the nature and practice of mentoring in a range of different contexts within schools and colleges (including mentoring/coaching of/for student teachers, newly qualified teachers (NQTs), more experienced teachers, new head teachers, and pupils). This will include a focus on the theoretical basis for mentoring (e.g. in Vygotskian theory and cognitive psychology) and on research outcomes relating to the effectiveness of mentoring, and the conditions for effective mentoring. The module will also involve participants in a critical evaluation of their own (or others) mentoring practices, and in a consideration of approaches to researching mentoring practices.

11. Delivery mechanism (duration; articulation; …)

    Flexible with the learner to undertake the materials, however course should be completed normally within 1 year.

12. Methodological approach (web based; blended; Trainer-led; trainer supported, peer learning, self-learning, …

    Online based learning with self study and collaborative group activities, supported throughout with the academic tutor.

13. Cost for users/cost for vendors (free of charge; subscription; single fee; …)

    Single fee

14. Certification (certificate of attendance; national/international certification; …)

    Post Graduate Certificate on successful completion of the assessments.

15. On/Off line services (if available)

    Both.

16. Language Options?

    English only.

C. Type of technology

17. Type of platform/s (enabling the training process)

    Moodle

18. Type of media (audio, video, WBT, infographic, …)

    Mixed media.

19. Type of content (webinar live, recorded sessions, …)

    Pre-recorded sessions, partnered with live tutor support and group collaborations.

D. Strengths/weaknesses

20. Main success factors

    The fact that this course is delivered by a renowned academic institution, provides it with a significant level of credibility for content and delivery. Whilst it is not free, undertaking this online learning provides the user with a post graduate certificate, which is recognized by most employers and educational resources. The assessment of this course utilizes a rigorous process to ensure that those completing the qualification are appropriately understanding the material, which is not a pre-requisite for many of the other courses.

21. Main critical issues

    The main issue of this course is its cost. With much of this material available freely on the internet and in libraries, the question is why would you undertake this course? The cost ultimately reflect the career boost given by a recognized certificate, which will have its value in students career development. The restriction on completing within a year may also put some users off from participating.

   1. Name of the program/practice

     Why Delegation is Your Ultimate Business Weapon

   2. Name of the owner/leading organization

     Louay Zambarakji

   3. Type of leading organization (private, public, …)

     Private

   4. Source of funding and % composition (private funding; public funding) and/or business model

     Business model single fee £157 (€215)

   5. Number of active users

     Over 1,650

   6. Type of user (private/companies,…)

     Directed towards managers specifically.

B. *Type of program*

   7. Target (students; managers)

     Managers

   8. Objectives

     - *Advantages of delegation*

     - *Obstacles of delegation*

     - *Planning*

     - *Monitoring progress*

   9. Contents (main)

     Discover how delegation is a true power within the context of entrepreneurship and self-employment. You will learn how to accurately use other people's talents, expertise, time and effort to start-up, build or expand your business. It will lead you to increase your business income while focusing on the most important aspect of your business.

   10. Delivery mechanism (duration; articulation; …)

     43 Lectures. 4 hours worth of video with reading material. Flexibly based and unlimited access to instructor feedback.

   11. Methodological approach (web based; blended; Trainer-led; trainer supported, peer learning, self-learning, …

     Web based with support from instructor across videos and lecture content.

   12. Cost for users/cost for vendors (free of charge; subscription; single fee; …)

     £157 one off fee

   13. Certification (certificate of attendance; national/international certification; …)

Certificate of attendance included

14. On/Off line services (if available)

Blended material that requires internet connection and some that do not.

15. Language Options?

English Only

C.	**Type of technology**

16. Type of platform/s (enabling the training process)

Udemy

17. Type of media (audio, video, WBT, infographic, …)

Lectures and Video content, supplemented with additional reading materials.

18. Type of content (webinar live, recorded sessions, …)

Pre-recorded sessions, combined with live collaboration and support from users.

D.	**Strengths/weaknesses**

19. Main success factors

This course does appear to have been popular and engaged with a large quantity of students, added to this the feedback has been positive. The price and number of participants indicate potential for financial sustainability if operated in an appropriate manner.

20. Main critical issues

As with other Udemy based courses the live interaction element of the courses is limited. Whilst there are many that do offer live webinars, the majority rely on pre-recorded videos. The cost seems high when compared to other courses, although it would appear that customers are being drawn to this rather quirky appearing course.